

# **EXHIBIT 52**



## **Supervisory Board Meeting TomorrowNow Status Update**

**February, 2007**

**Thomas Ziemer, SAP AG**

THE BEST-NOW BUSINESS IS THE SAP



EXHIBIT 436  
WIT: Kagermann  
DATE: 9/26/08  
FRANK BAS, RPR



# Supervisory Board Meeting TomorrowNow Status Update

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# Management Summary – TommorowNow

## Value Proposition

- Hurt Oracle by taking away maintenance revenue SAP View
- Serves as bridge for future SAP license business for (smaller, not SAP-minded customers)
- Offer lower priced 24x7 maintenance alternative to PeopleSoft, JD Edwards, and Siebel customers with 50% savings on current support and maintenance fees Customer View
- Provide those customers with a choice to migrate to SAP (at their own pace)

## Business Case Analysis

- TomorrowNow established as cornerstone of the Safe Passage Program
  - Safe Passage pipeline (403 opportunities currently in process), TomorrowNow pipeline (816 open opportunities), and revenues justify the cost of the acquisition and additional operating expenses
  - Installed base grown to 216 customers with 228 TomorrowNow customer contracts signed in 2006 (139 new contracts and 89 renewals in 2006; 121 signed in 2005 with 75 new deals and 46 renewals)
  - In total € 41.4 million reduction of Oracle maintenance revenue since acquisition of TomorrowNow
  - € 9.0 million TomorrowNow stand-alone revenue in 2006 (€ 3.5 million in 2005)

## Lessons Learned

- Field: Another year needed to finalize global alignment with SAP Sales organization
- Marketing: Oracle Disruption Campaign Q3/2006 resulted in high lead success rate for TomorrowNow, i.e. high return on marketing investments
  - Oracle Turn up the Heat Campaign resulted in 150+ opportunities for TomorrowNow (17 contracts signed)
- F&A: Globalization of business in cooperation with SAP regions is a challenge and was underestimated as such → Need to actively manage regional shared services for TNow

## Conclusion

- TomorrowNow is a strategic investment and serves as strategic weapon against Oracle:
  - Take away maintenance revenue from Oracle
  - Create pre-pipeline of future SAP customers
- TomorrowNow still operates at a loss in 2006 but Break even is expected for 2008 after completion of globalization and business scoping in 2007 (in line with board assumption to become a profitable business within 2-3 years after acquisition)

## Financial Scorecard – TomorrowNow

When conducting a financial review for TomorrowNow the following two aspects have to be considered:

- TomorrowNow on a Stand-Alone basis, as well as
- Safe Passage implications which reflect a reduction of the expenses due to charge out to SAP entities

The following table illustrates financial figures for TomorrowNow:

(in EUR millions)											
Tomorrow Now	Original Business Case					Budget		Actuals		Forecast	Δ% ACT06 vs BC 06
	Plan 2005	Plan 2006	Plan 2007	Plan 2008	Plan 2009	2006	2007	2005	2006	2007	
<b>Profit and Loss-Statement</b>											
Product Revenue	4	6	9	12	14	16	22	3	9	24	28%
<b>Total Revenue</b>	<b>4</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>22</b>	<b>3</b>	<b>9</b>	<b>24</b>	<b>29%</b>
Cost of Product	-2	-3	-5	-6	-7	-12	-22	-7	-13	-22	76%
Sales & marketing	-1	-2	-3	-3	-4	-5	-7	0	-7	-7	71%
General & admin	-1	-1	-1	-2	-2	0	-1	0	0	-1	-133%
Other operat. Inc/Ex								0	0	0	100%
<b>Total Operating Expenses</b>	<b>-4</b>	<b>-6</b>	<b>-9</b>	<b>-11</b>	<b>-12</b>	<b>-17</b>	<b>-30</b>	<b>-7</b>	<b>-21</b>	<b>-30</b>	<b>70%</b>
<b>Income (Loss) from operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>-7</b>	<b>-4</b>	<b>-12</b>	<b>-6</b>	<b>102%</b>
Profitability	0%	-1%	1%	9%	11%	-1%	-32%	-106%	-131%	-27%	130 p.p.
<b>Headcount</b>											
FTE (EoP)						191	209	95	157	209	

## Financial Scorecard – TomorrowNow

When conducting a financial review for TomorrowNow the following two aspects have to be considered:

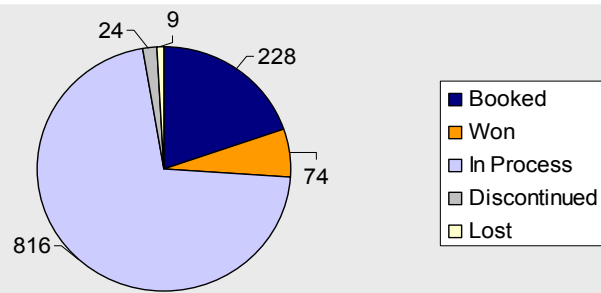
- TomorrowNow on a Stand-Alone basis, as well as
- Safe Passage implications which reflect a reduction of the expenses due to charge out to SAP entities

TomorrowNow (in € million)	Actual 2004	Actual 2005	Actual 2006	Budget 2007*	Outlook 2008*	Outlook 2009*	Outlook 2010*	Outlook 2011*
<b>Revenues</b>	2,0	3,5	9,0	22,3	41,7	65,6	89,6	111,1
<b>Operating Expenses</b>	-1,9	-7,2	-20,9	-29,6	-35,5	-45,9	-54,4	-61,7
<b>Income (Loss) from Operations</b>	0,1	-3,7	-11,8	-7,2	6,3	19,7	35,2	49,4
<b>Profitability</b>	4%	-106%	-131%	-32%	15%	30%	39%	44%
<b>Headcount EoP (in FTE)</b>	35	95	157	209	295	380	437	477

\* Internal Plan excluding Baan and Oracle

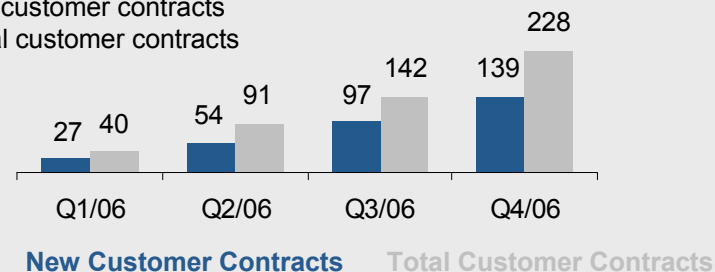
## KPI Framework – TomorrowNow (Status December 31, 2006)

### TomorrowNow Opportunities (in CoD)

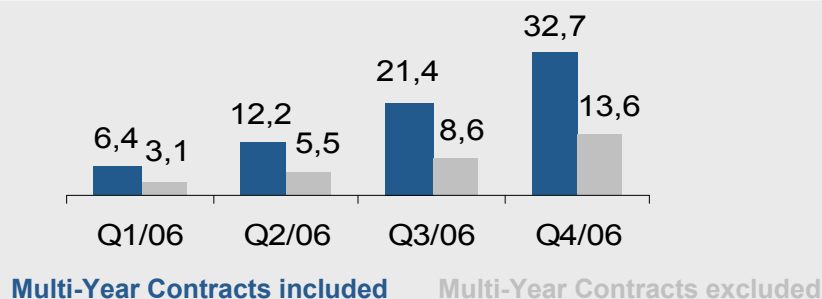


### Cumulated Number of New Customers & Client Contracts in 2006

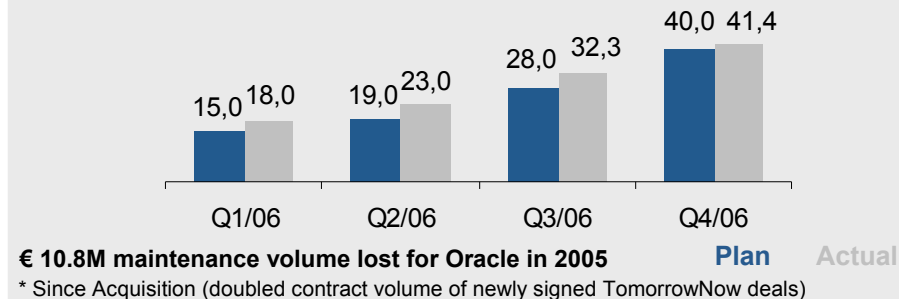
**2005:** 75 new customer contracts  
121 total customer contracts



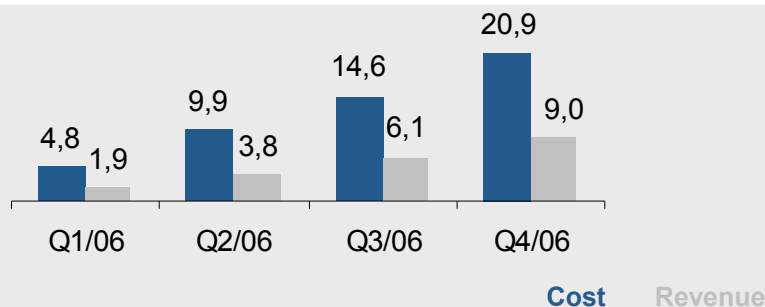
### 2006 Contract Volume (in €M)



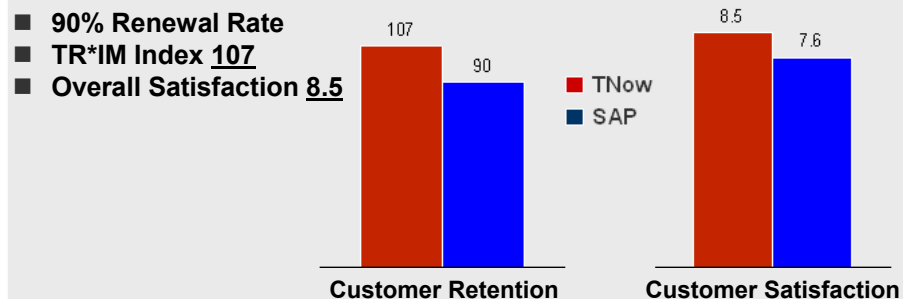
### Cumulated\* Maintenance Volume Taken Away From Oracle in 2006 (in €M)



### Cost vs. Revenue in 2006 (Cumulative in €M)



### Customer Retention



# Appendix



# Investments (1) – TomorrowNow

## Average Headcount in FTE

	2005	2006 FC	2007 B
<b>Americas</b>	49	94	135
	86%	74%	69%
<b>EMEA</b>	5	18	35
	9%	14%	18%
<b>APA</b>	3	16	26
	4%	12%	13%
<b>Total</b>	57	128	195
	100%	100%	100%

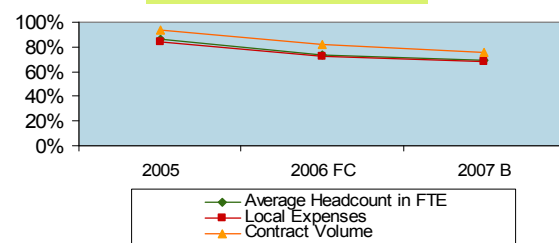
## Local Expenses

in m €	2005	2006 FC	2007 B
<b>Americas</b>	8,4	15,7	19,6
	84%	73%	68%
<b>EMEA</b>	1,3	4,0	6,4
	13%	19%	22%
<b>APA</b>	0,4	1,8	3,0
	4%	9%	10%
<b>Total</b>	10	22	29
	100%	100%	100%

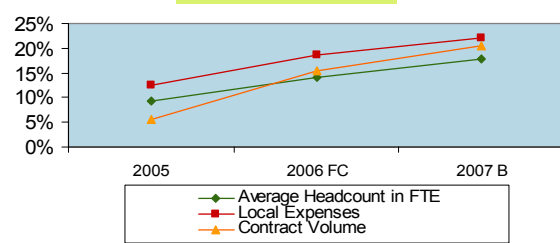
## Annual Contract Volume

in m €	2005	2006 FC	2007 B
<b>Americas</b>	3,2	11,1	12,7
	94%	81%	76%
<b>EMEA</b>	0,2	2,1	3,4
	6%	15%	20%
<b>APA</b>	0,0	0,4	0,6
	1%	3%	4%
<b>Total</b>	3,4	13,6	16,8
	100%	100%	100%

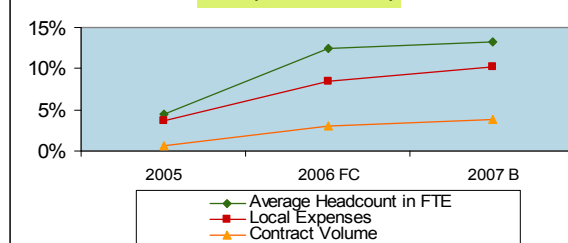
### Americas (in % of Total)



### EMEA (in % of Total)

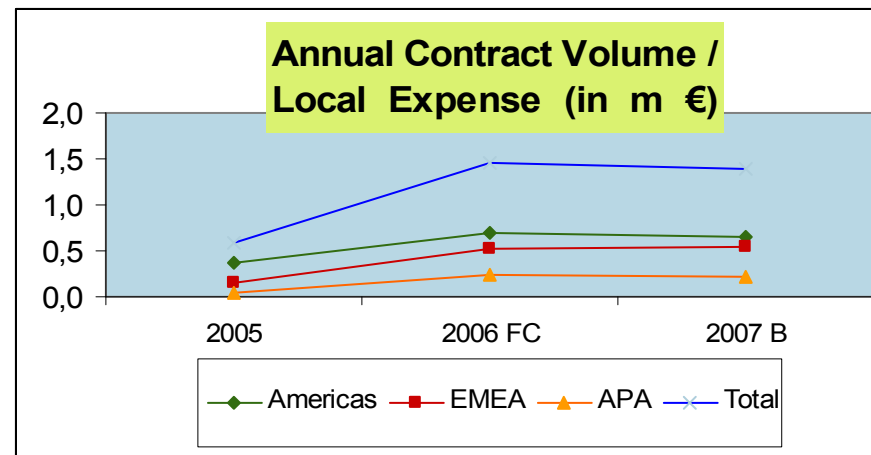


### APA (in % of Total)

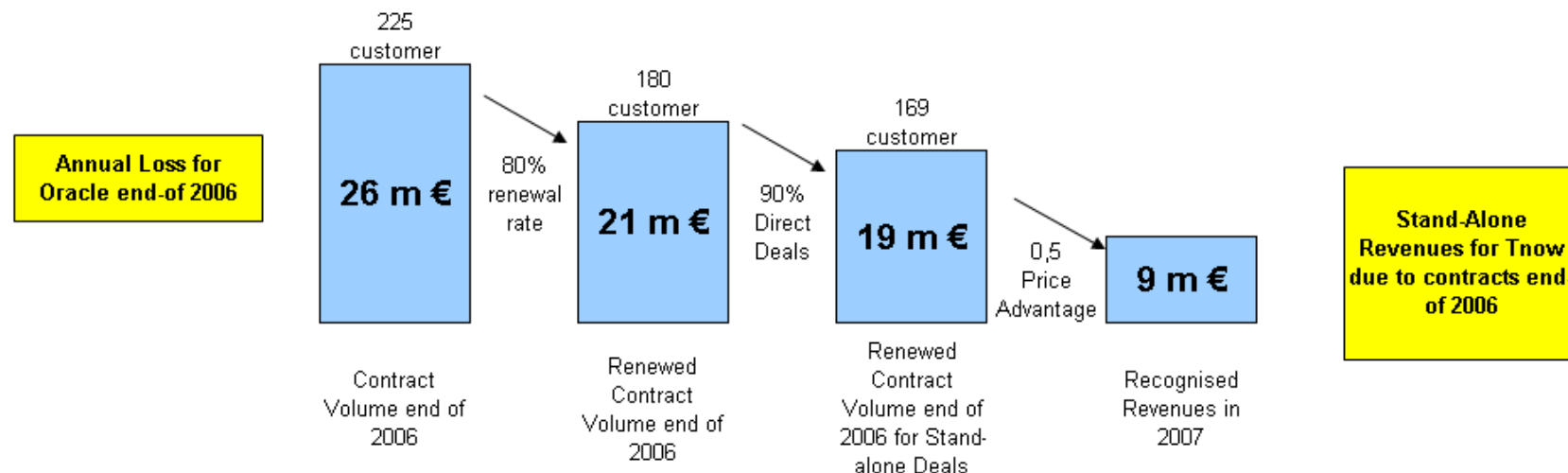


## Investments (2) – TomorrowNow

Annual Contract Volume / Local Expense (in m €)			
in m €	2005	2006 FC	2007 B
Americas	0,38	0,71	0,65
	65%	48%	46%
EMEA	0,15	0,52	0,54
	26%	36%	38%
APA	0,05	0,23	0,22
	9%	16%	15%
Total	0,58	1,46	1,40
	100%	100%	100%



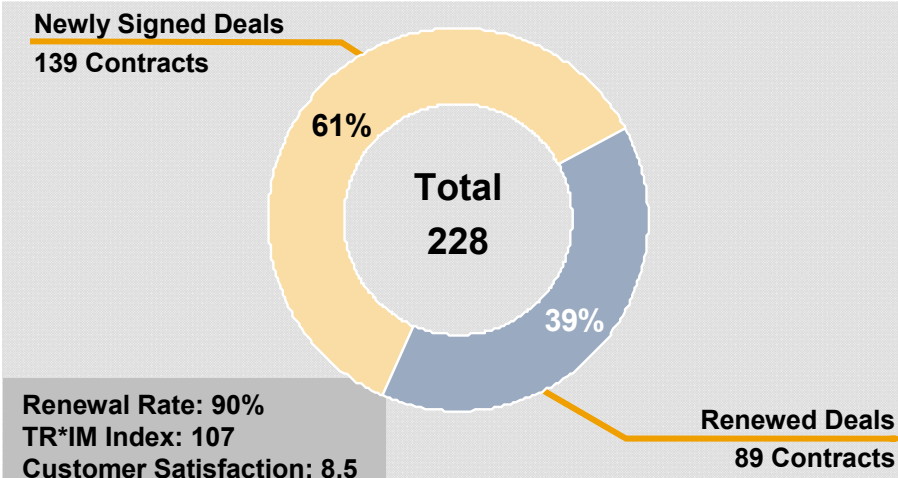
## From Loss for Oracle to Revenues for TomorrowNow



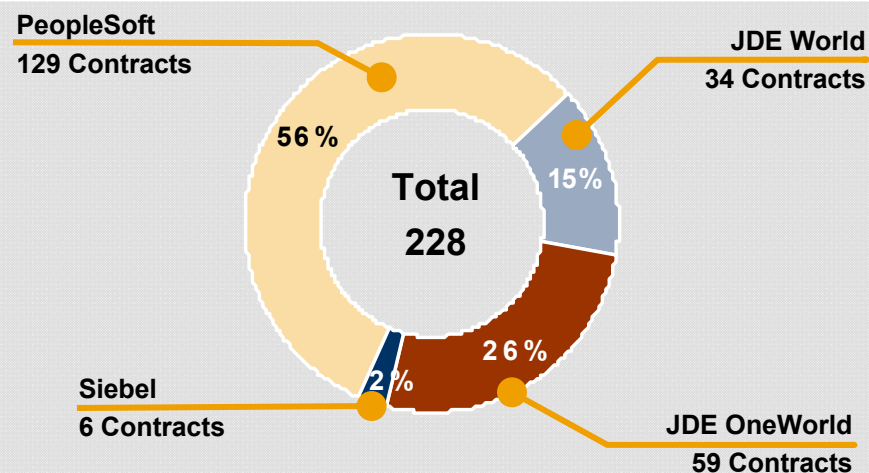
- Major KPI for TomorrowNow is the Annual Loss in Contract Volume for Oracle
- The following factors have to be considered to get from this KPI to the recognized Revenues in the P&L of TomorrowNow:
  1. A part of this contract volume will not be renewed
  2. A part of the contract volume is due to Safe Passage deals between SAP entities and customers without Revenue impact for TomorrowNow
  3. There is a time gap between close of the contract and the recognition of the Revenues
  4. Impact due to special rebates / Zero-Dollar-Deal in the context of the "Oracle Disruption Plan"

# TomorrowNow – Customer Analysis by December 31, 2006

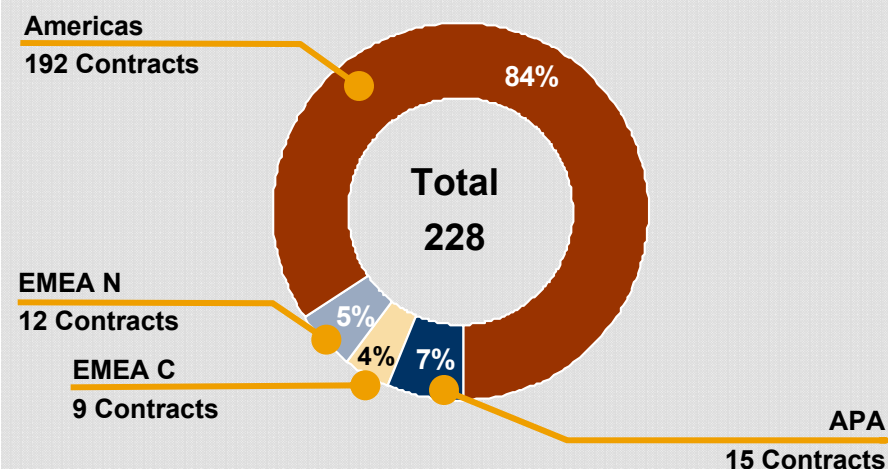
## Booked Contracts by Type



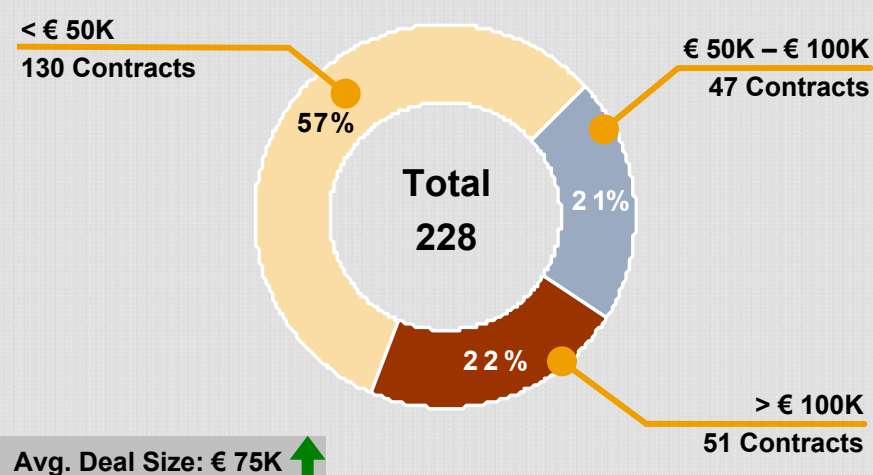
## Booked Contracts by Product Line



## Booked Contracts by Region



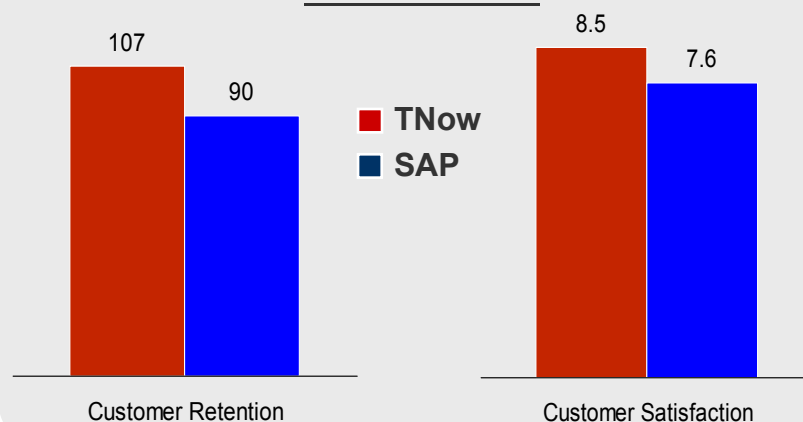
## Booked Contracts by Deal Size




**TOMORROW NOW**

# Customer Satisfaction Survey 2006\*

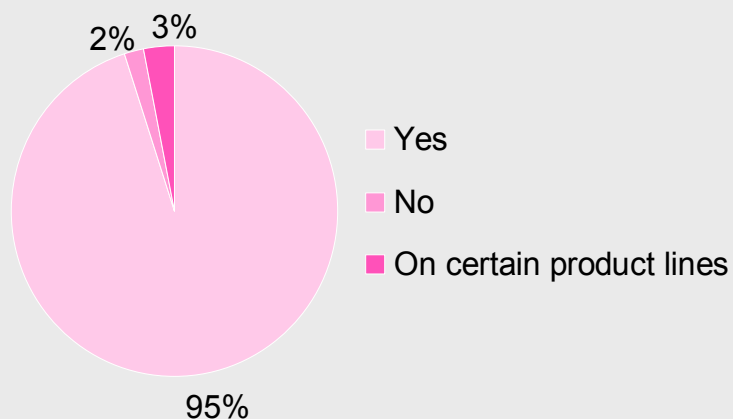
Overall Customer Satisfaction & -  
Retention 2006



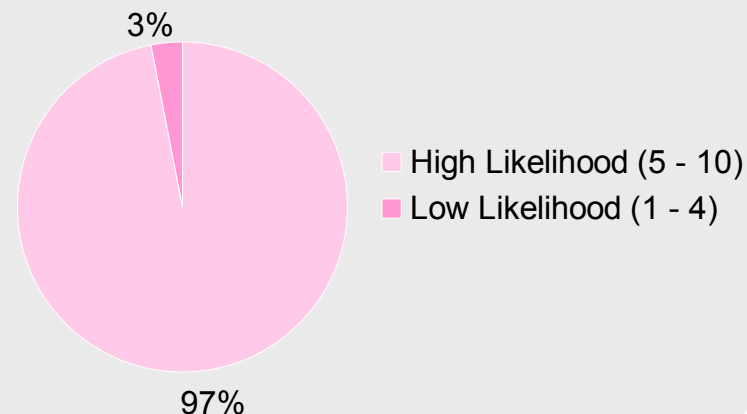
Overall Customer Satisfaction 2006 with Account  
Mgmt. and Service & Support



Favorable Reference  
for TomorrowNow  
(percentage of TNow customers)



Likelihood of Maintenance Contract Renewal with  
TNow  
(percentage of TNow customers)



\* Base CSS 2006: TomorrowNow: n=63 // SAP: n=5,992

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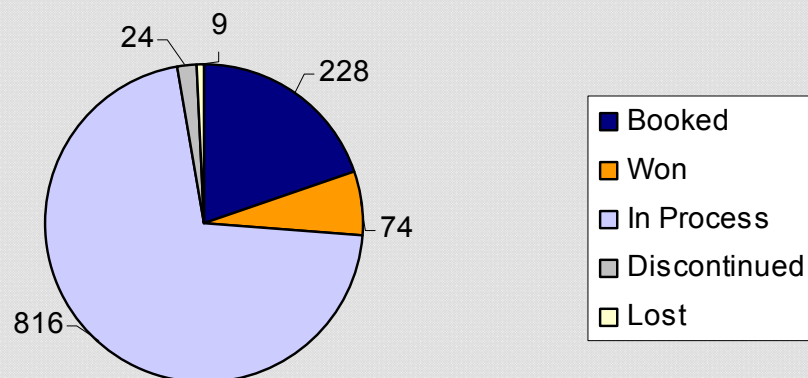
THE BEST-RUN BUSINESSES RUN SAP



SAP-OR00141580

## TomorrowNow Outlook – FY2007

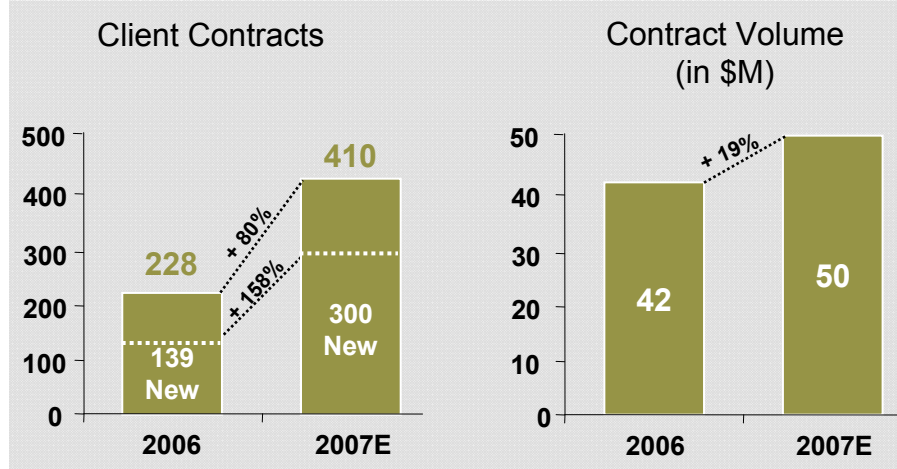
### 2007 TNow Opportunity Pipeline by Status



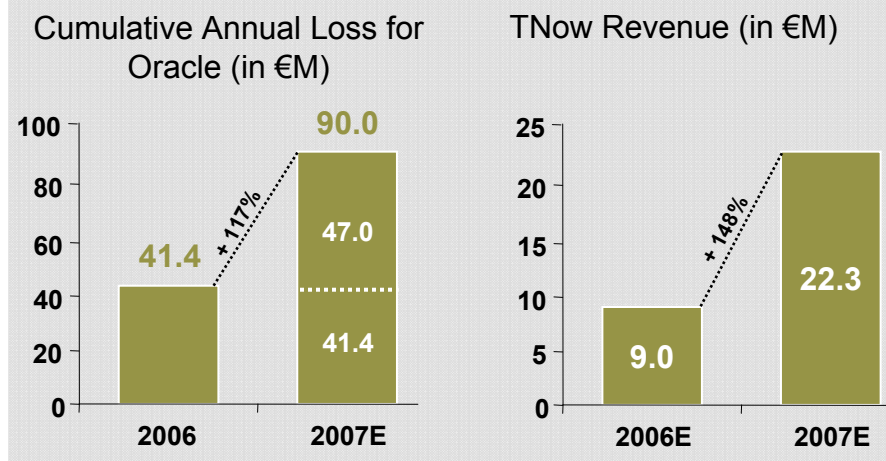
### Q1/2007 TNow Opportunity Analysis

- **In Process TNow Q1/2007 Opportunities: 332**
  - New Customer Opportunities: 289
  - Existing Customer Opportunities: 43
  - In Process Opportunities by Product Line: 121 PSFT, 78 JDE OneWorld, 19 JDE World, 11 Siebel, 103 not assigned
  - In Process Opportunities by Region: 253 Americas, 36 APA, 23 EMEA C, 20 EMEA N
- **Expected Sales Volume: € 22.8 million → € 45.6 million lost maintenance for Oracle**
- **Weighted Sales Volume: € 6.9 million → € 13.8 million lost maintenance for Oracle**

### Number of Client Contracts & Contract Volume 2007



### Annual Loss for Oracle & TNow Revenue 2007



Status: December 31, 2006